United Nations A/50/6 (Sect. 26C)

General Assembly
Fiftieth session

22 May 1995

# Proposed programme budget for the biennium 1996-1997*

## Part VIII Common support services

## Section 26 Administration and management

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* The present document contains section 26C of the proposed programme budget for the biennium 1996-1997. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fiftieth Session, Supplement No. 6* (A/50/6/Rev.1).

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# Section 26C
# Office of Human Resources Management

## Overview

26C.1 The General Assembly, in section I of its resolution 49/222 of 23 December 1994, endorsed the strategy presented by the Secretary-General for the management of the human resources of the Organization (see A/C.5/49/5). The implementation of that strategy requires the streamlining and rationalization of the structure of the Office of Human Resources Management as set out in the present section. In structural terms, the existing Staff Administration and Training Division and Recruitment and Placement Division of the Office are being transformed into an Operational Services Division and a Specialist Services Division, respectively, through the redeployment of staff and resources. Separate planning, policy and development and training capacities are being given prominence.

26C.2 This reorganization and refocusing of activities is being undertaken in the light of parallel initiatives to delegate an increasing level of authority in personnel administration to executive offices at Headquarters and to offices away from Headquarters. This delegation of authority will be accompanied by a more extensive definition of responsibilities and accountability. The creation of teams dedicated to servicing the main users of human resources activities and outputs will put in place opportunities for enhanced mobility and rotation of staff in the area of human resources management. This process began in 1995 and will be consolidated during the biennium 1996-1997.

26C.3 New initiatives are being launched as set out in the new strategy, namely, planning, performance appraisal management, alternative ways of recruitment, managerial development and training, career management, enhanced attrition programmes, improvement of gender balance in the Secretariat, and out-sourcing for selected technical functions. At the same time, the Office will continue to discharge its baseload functions.

26C.4 Central to the new strategy is the work of operational teams dedicated to providing integrated personnel services to departments and offices. Each team or cluster will be staffed with personnel skilled in a range of substantive areas of personnel management, honed to meet the needs of a particular client office. Integration of effort will allow each department or office to be serviced by a team that can provide all personnel advice and actions in one place, in contrast to the compartmentalized arrangements of the past.

26C.5 Core support services are grouped in the Specialist Services Division, which will be responsible for meeting the corporate technical/specialist needs of the Organization in human resources management. Characteristically, those activities which are global in scope, such as examinations and testing, staff rules and regulations, litigation and automation of procedures, are the ones that the new Division will undertake. Grouping these core services together makes for consistency of delivery in meeting user needs, as well as economies of scale.

26C.6 Planning for the future and the development of new policies and practices are critical for the good governance of the personnel functions of the Organization. The new Planning and Development Service will assist the Assistant Secretary-General in anticipating the managerial and staffing needs of a changing Organization. To this end, the availability of the Integrated Management Information System (IMIS) will be crucial to such new dimensions as skills inventories, career path definition, or mobility and rotation plans.

26C.7 A monitoring and audit function centred in senior management and the new clusters will be an integral part of the new strategy for human resources management, to ensure the consistent application of policies and guidelines, as well as the judicious application of the staff rules. A new organizational advisory

function and job design capacity will be created through the redeployment of posts previously included in the Management Advisory Service of the Department of Administration and Management, and then the Office of Inspections and Investigations and later the Office of Internal Oversight Services.

26C.8 In the medical and employee assistance programme, emphasis will be placed on implementing health promotion programmes and providing pre- and post-field mission examinations. These examinations will include screening for tropical diseases and other specific health risks, as well as early detection of certain cancerous conditions. In addition, the programme will be proactive in global counselling services, including stress management and counselling for missions and elsewhere.

26C.9 The training service reporting to the Assistant Secretary-General will continue to occupy a central role in the management of change. Its focus will increasingly shift towards enhancement of skills and the development of leadership and management capabilities. This is one area where an additional investment of resources is vital, if the staff of the Organization are to be equipped to deal with new challenges.

26C.10 The keynote in human resource management is change, through innovation in programmes and redeployment of staff to activities central to the new human resources needs of the United Nations.

26C.11 The estimated percentage distribution of the total resources of the Office in 1996-1997 would be as follows:

| | | *Regular budget* | *Extra-budgetary* |
|---|---|---|---|
| | | *(percentage)* | |
| A. | Executive direction and management | 5.0 | 12.0 |
| B. | Programme of work | | |
| 1. | Planning and development service | 6.0 | 0.0 |
| 2. | Operational services | 22.0 | 44.0 |
| 3. | Specialist services | 23.0 | 7.0 |
| 4. | Training | 35.0 | 0.0 |
| 5. | Medical and employee assistance | 9.0 | 37.0 |
| | **Total** | **100.0** | **100.0** |

Table 26C.1 **Summary of requirements by programme**
(Thousands of United States dollars)

(1) *Regular budget*

| *Programme* | *1992-1993 expenditures* | *1994-1995 appropriations* | *Resource growth* | | *Total before recosting* | *Recosting* | *1996-1997 estimates* |
|---|---|---|---|---|---|---|---|
| | | | *Amount* | *Percentage* | | | |
| A. Executive direction and management | 1 104.4 | 1 041.8 | 969.7 | 93.0 | 2 011.5 | 100.1 | 2 111.6 |
| B. Programme of work | | | | | | | |
| 1. Planning and development service | 2 723.0 | 1 899.2 | 520.9 | 27.4 | 2 420.1 | 107.2 | 2 527.3 |
| 2. Operational services | 7 146.6 | 7 128.1 | 1 127.7 | 15.8 | 8 255.8 | 425.7 | 8 681.5 |
| 3. Specialist services | 11 311.7 | 11 026.8 | (2 367.9) | (21.4) | 8 658.9 | 436.5 | 9 095.4 |
| 4. Training | 7 201.1 | 13 349.1 | 142.9 | 1.0 | 13 492.0 | 667.8 | 14 159.8 |
| 5. Medical and employee assistance | 3 242.8 | 3 287.0 | 164.8 | 5.0 | 3 451.8 | 162.3 | 3 614.1 |
| **Total** | **32 729.6** | **37 732.0** | **558.1** | **1.4** | **38 290.1** | **1 899.6** | **40 189.7** |

(2) *Extrabudgetary resources*

| *1992-1993 expenditures* | *1994-1995 estimates* | *Source of funds* | *1996-1997 estimates* |
|---|---|---|---|
| | | (a) Services in support of: | |
| | | (i) United Nations organizations | |
| 1 738.3 | 2 073.9 | Administrative structures | 2 188.5 |
| | | (ii) Extrabudgetary activities | |
| 358.2 | 540.0 | Technical cooperation reimbursement resources | 940.7 |
| 1 867.8 | 3 465.2 | Peace-keeping operations | 3 915.3 |
| | | (b) Substantive activities | |
| 13.8 | 24.0 | French Language Trust Fund | 24.0 |
| — | 70.5 | Secretariat News Trust Fund | — |
| 4.0 | 4.0 | Trust Fund for Staff Health Promotion | — |
| — | 10.0 | Trust Fund for German Language Translation | — |
| 385.8 | 474.4 | Trust Fund for Interest on the Contributions to the United Nations Special Account | — |
| — | — | (c) Operational projects | — |
| **4 367.9** | **6 662.0** | **Total** | **7 068.5** |
| **37 097.5** | **44 394.0** | **Total (1) and (2)** | **47 258.2** |

Table 26C.2 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

| *Object of expenditure* | *1992-1993 expenditures* | *1994-1995 appropriations* | *Resource growth* | | *Total before recosting* | *Recosting* | *1996-1997 estimates* |
|---|---|---|---|---|---|---|---|
| | | | *Amount* | *Percentage* | | | |
| Posts | 26 284.9 | 24 329.4 | 436.6 | 1.7 | 24 766.0 | 1 246.4 | 26 012.4 |
| Other staff costs | 831.1 | 1 015.2 | 16.8 | 1.6 | 1 032.0 | 48.7 | 1 080.7 |
| Consultants and experts | 39.4 | 92.5 | — | — | 92.5 | 4.2 | 96.7 |
| Travel | 432.2 | 657.6 | (52.2) | (7.9) | 605.4 | 29.4 | 634.8 |
| Contractual services | 4 052.2 | 9 784.4 | 866.9 | 8.8 | 10 651.3 | 516.2 | 11 167.5 |
| General operating expenses | 514.8 | 798.3 | (404.9) | (50.7) | 393.4 | 18.3 | 411.7 |
| Supplies and materials | 255.7 | 283.1 | 33.2 | 11.7 | 316.3 | 16.6 | 332.9 |
| Equipment | 319.3 | 771.5 | (338.3) | (43.8) | 433.2 | 19.8 | 453.0 |
| **Total** | **32 729.6** | **37 732.0** | **558.1** | **1.4** | **38 290.1** | **1 899.6** | **40 189.7** |

(2) *Extrabudgetary resources*

| *1992-1993 expenditures* | *1994-1995 estimates* | *Object of expenditure* | *1996-1997 estimates* |
|---|---|---|---|
| 3 595.9 | 6 022.6 | Posts | 6 932.0 |
| 336.3 | 72.5 | Other staff costs | 112.5 |
| 0.7 | 4.0 | Consultants and experts | 4.0 |
| 23.0 | 10.0 | Travel | — |
| 310.0 | 481.4 | Contractual services | — |
| 12.0 | 5.5 | General operating expenses | — |
| 13.9 | 12.0 | Supplies and materials | 10.0 |
| 75.6 | 44.0 | Furniture | — |
| 0.5 | 10.0 | Equipment | 10.0 |
| **4 367.9** | **6 662.0** | | **7 068.5** |
| **37 097.5** | **44 394.0** | | **47 258.2** |

Table 26C.3 **Post requirements**

*Organizational unit: Office of Human Resources Management*

| | *Established posts* | | *Temporary posts* | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Regular budget* | | *Regular budget* | | *Extrabudgetary resources* | | *Total* | |
| | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* |
| **Professional category and above** | | | | | | | | |
| ASG | 1 | 1 | — | — | — | — | 1 | 1 |
| D-2 | 3 | 3 | — | — | — | — | 3 | 3 |
| D-1 | 4 | 5 | — | — | 1 | 1 | 5 | 6 |
| P-5 | 12 | 15 | — | — | 3 | 3 | 15 | 18 |
| P-4/3 | 39 | 40 | — | — | 12 | 13 | 51 | 53 |
| P-2/1 | 11 | 9 | — | — | 1 | 1 | 12 | 10 |
| **Total** | **70** | **73** | **—** | **—** | **17** | **18** | **87** | **91** |
| **General Service category** | | | | | | | | |
| Principal level | 12 | 14 | — | — | 3 | 4 | 15 | 18 |
| Other levels | 96 | 93 | — | — | 23 | 23 | 119 | 116 |
| **Total** | **108** | **107** | **—** | **—** | **26** | **27** | **134** | **134** |
| **Grand total** | **178** | **180** | **—** | **—** | **43[a]** | **45[a]** | **221** | **225** |

[a] Posts in support of extrabudgetary administrative structures: 1994-1995 and 1996-1997: 1 P-5, 2 P-4, 1 P-3, 1 P-2, 10 General Service (3 Principal level and 7 Other level). Posts financed from technical cooperation reimbursement resources: 1994-1995: 1 D-1, 1 P-3, 1 General Service (Other level); 1996-1997: 1 D-1, 1 P-4, 1 P-3, 2 General Service (1 Principal level and 1 Other level). Posts financed from the support account for peace-keeping operations: 1994-1995: (1 P-5, 1995 only), 1 P-5, 6 P-4, 2 P-3, 15 General Service (Other level); 1996-1997: 2 P-5, 6 P-4, 2 P-3, 15 General Service (Other level).

# A. Executive direction and management

Table 26C.4 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

| *Object of expenditure* | *1992-1993 expenditures* | *1994-1995 appropriations* | *Resource growth* | | *Total before recosting* | *Recosting* | *1996-1997 estimates* |
|---|---|---|---|---|---|---|---|
| | | | *Amount* | *Percentage* | | | |
| Posts | 896.3 | 830.6 | 1 019.2 | 122.7 | 1 849.8 | 92.7 | 1 942.5 |
| Other staff costs | 29.7 | 7.1 | — | — | 7.1 | 0.4 | 7.5 |
| Travel | 70.5 | 54.6 | (19.6) | (35.8) | 35.0 | 1.6 | 36.6 |
| Contractual services | 31.3 | 43.2 | — | — | 43.2 | 2.0 | 45.2 |
| General operating expenses | 71.7 | 86.4 | (20.0) | (23.1) | 66.4 | 2.9 | 69.3 |
| Equipment | 4.9 | 19.9 | (9.9) | (49.7) | 10.0 | 0.5 | 10.5 |
| **Total** | **1 104.4** | **1 041.8** | **969.7** | **93.0** | **2 011.5** | **100.1** | **2 111.6** |

(2) *Extrabudgetary resources*

| | *1992-1993 expenditures* | *1994-1995 estimates* | *Source of funds* | *1996-1997 estimates* |
|---|---|---|---|---|
| | | | (a) Services in support of: | |
| | | | (i) United Nations organizations | |
| | 358.2 | 364.5 | Technical cooperation reimbursement resources | 752.8 |
| | | | (ii) Extrabudgetary activities | |
| | — | 56.0 | Peace-keeping operations | 112.0 |
| | — | — | (b) Substantive activities | — |
| | — | — | (c) Operational projects | — |
| **Total** | **358.2** | **420.5** | | **864.8** |
| **Total (1) and (2)** | **1 462.6** | **1 462.3** | | **2 976.4** |

Table 26C.5 **Post requirements**

*Organizational unit: Office of the Assistant Secretary-General*

| | *Established posts* | | *Temporary posts* | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Regular budget* | | *Regular budget* | | *Extrabudgetary resources* | | *Total* | |
| | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* |
| **Professional category and above** | | | | | | | | |
| ASG | 1 | 1 | — | — | — | — | 1 | 1 |
| D-2 | — | — | — | — | — | — | — | — |
| D-1 | — | — | — | — | 1 | 1 | 1 | 1 |
| P-5 | 1 | 2 | — | — | — | — | 1 | 2 |
| P-4/3 | — | 2 | — | — | — | 1 | — | 3 |
| **Total** | **2** | **5** | **—** | **—** | **1** | **2** | **3** | **7** |
| **General Service category** | | | | | | | | |
| Principal level | — | 1 | — | — | — | 1 | — | 2 |
| Other levels | 3 | 6 | — | — | 1 | 1 | 4 | 7 |
| **Total** | **3** | **7** | **—** | **—** | **1** | **2** | **4** | **9** |
| **Grand total** | **5** | **12** | **—** | **—** | **2[a]** | **4[a]** | **7** | **16** |

[a] Posts financed from technical cooperation reimbursement resources: 1994-1995: 1 D-1, 1 General Service (Other level); 1996-1997: 1 D-1, 1 P-4, 2 General Service (1 Principal level and 1 Other level).

26C.12 The Assistant Secretary-General for Human Resources Management provides the overall direction and coordination of the programmes implemented by the Office of Human Resources Management, maintains liaison with representatives of Member States and represents the Secretary-General before the International Civil Service Commission, the Consultative Committee on Administrative Questions and the United Nations Joint Staff Pension Board and the Staff Pension Committee. The main objective of the programme is to plan, attract, develop and retain the competent and productive work force that the United Nations Secretariat requires in order to discharge its responsibilities under the Charter.

26C.13 During the biennium 1996-1997, emphasis will be given to the supervision and coordination of new activities of the Office of Human Resources Management, in particular human resources planning, the new Performance Appraisal System, management development training, career management, the enhanced attrition/buy-out programme, the new human resources audit function and managing the introduction of the restructuring of the Office. Given the key role of training in the implementation of the strategy, the Training Service will be placed under the immediate supervision of the Office of the Assistant Secretary-General. The Office of the Assistant Secretary-General will also provide direct supervision of planning activities to ensure that the human resources of the Organization are optimally utilized.

26C.14 The secretariat of the Appointment and Promotion Board will be attached to the Office of the Assistant Secretary-General. It provides substantive and administrative support to appointments and promotion bodies at Headquarters and substantive support to those away from Headquarters. It also provides policy guidance on appointment matters, collects data on recruitment, placement, promotion and contractual status cases reviewed by the appointment and promotion bodies and will develop and maintain policy handbooks for appointment and promotion bodies.

26C.15 The Office of the Focal Point for Women will continue to operate under the direct supervision of the Office of the Assistant Secretary-General. During the biennium 1996-1997, the Focal Point will be responsible specifically for monitoring progress on the Strategic Plan of Action for the Improvement of the Status of Women in the Secretariat (1995-2000). The plan aims to apply modern human resources management strategies and tools to recruit more women into the Secretariat, especially at higher levels, while developing the careers of those on board. The Office will also provide secretariat services to the Steering Committee for the Improvement of the Status of Women in the Secretariat and prepare reports to the General Assembly and other special studies and research on issues relevant to the recruitment, promotion and conditions of work of women in the Secretariat. In carrying out its functions, the Office will interact with the operational clusters on appointment, placement and promotion of women, with the Planning and Development Service on career growth and succession planning and with the Specialist Services Division on integrating women in rosters.

26C.16 In the area of staff-management relations, the objective will be the effective functioning of the consultative machinery on human resources issues (the Staff Management Consultative Committee and the Joint Advisory Committee), as well as sustaining informal dialogue between staff representatives and management. In this context, secretariat services will be provided to the Staff Management Consultative Committee and the Joint Advisory Committee and its subsidiary bodies at Headquarters; background reports, position papers and other reports on staff-management issues will be prepared; and the activities of the Joint Advisory Committee away from Headquarters and of departmental consultative joint bodies at Headquarters will be monitored, as will the follow-up to recommendations of the Staff Management Consultative Committee and the Joint Advisory Committee.

**Resource requirements (at current rates)**

*Posts*

26C.17 The total estimated requirements ($1,849,800), reflecting an increase of $1,019,200, relate to one ASG, two P-5, one P-4, one P-3 and seven General Service (one Principal level and six Other level) posts. The increase is the result of the redeployment to this Office of the secretariat of the Appointment and Promotion Board (one P-4, one P-3 and three General Service (one Principal level and two Other level posts), in addition to the redeployment of one P-5 and one General Service post from the former Staff Administration and Training Division, to assist in the reorganization and modernization of the Office of Human Resources Management and to coordinate better staff-management relations.

*Other staff costs*

26C.18 Provision of $7,100, at the maintenance level, relates to overtime costs.

*Travel*

26C.19 A provision of $35,000 is proposed for the attendance by the Assistant Secretary-General or his designated representatives at sessions of the Consultative Committee on Administrative Questions and the International Civil Service Commission and annual visits to offices away from Headquarters to offer periodic guidance on human resources management operational issues and policy.

*Contractual services*

26C.20 A provision of $43,200, at the maintenance level, would cover external printing of medical forms and other personnel forms used by the Office of the Assistant Secretary-General.

*General operating expenses*

26C.21 Estimated requirements of $66,400 relate to communications costs of the Office as a whole ($61,700) and hospitality ($4,700).

*Equipment*

26C.22 A provision of $10,000 relates to the replacement of office automation equipment.

# B. Programme of work

## 1. Planning and development service

Table 26C.6 **Summary by object of expenditure**
(Thousands of United States dollars)

| *Object of expenditure* | *1992-1993 expenditures* | *1994-1995 appropriations* | *Resource growth* | | *Total before recosting* | *Recosting* | *1996-1997 estimates* |
|---|---|---|---|---|---|---|---|
| | | | *Amount* | *Percentage* | | | |
| Posts | 2 478.4 | 1 606.1 | 644.8 | 40.1 | 2 250.9 | 99.7 | 2 350.6 |
| Other staff costs | 65.8 | 80.5 | — | — | 80.5 | 3.7 | 84.2 |
| Travel | — | 5.5 | (5.5) | (100.0) | — | — | — |
| General operating expenses | 169.6 | 183.8 | (120.6) | (65.6) | 63.2 | 2.9 | 66.1 |
| Supplies and materials | 5.2 | 5.5 | — | — | 5.5 | 0.1 | 5.6 |
| Equipment | 4.0 | 17.8 | 2.2 | 12.3 | 20.0 | 0.8 | 20.8 |
| **Total** | **2 723.0** | **1 899.2** | **520.9** | **27.4** | **2 420.1** | **107.2** | **2 527.3** |

Table 26C.7 **Post requirements**

*Organizational unit: Planning and Development Service*

| | *Established posts* | | *Temporary posts* | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Regular budget* | | *Regular budget* | | *Extrabudgetary resources* | | *Total* | |
| | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* |
| **Professional category and above** | | | | | | | | |
| D-1 | — | 1 | — | — | — | — | — | 1 |
| P-5 | 1 | 2 | — | — | — | — | 1 | 2 |
| P-4/3 | 2 | 3 | — | — | — | — | 2 | 3 |
| **Total** | **3** | **6** | **—** | **—** | **—** | **—** | **3** | **6** |
| **General Service category** | | | | | | | | |
| Principal level | 1 | 1 | — | — | — | — | 1 | 1 |
| Other levels | 9 | 13 | — | — | — | — | 9 | 13 |
| **Total** | **10** | **14** | **—** | **—** | **—** | **—** | **10** | **14** |
| **Grand total** | **13** | **20** | **—** | **—** | **—** | **—** | **13** | **20** |

## Subprogramme 1
## Planning and development service

26C.23 The General Assembly, in its resolution 49/222, approved the establishment of a planning unit within the Office of Human Resources Management and requested the Secretary-General to submit a comprehensive proposal for the continued funding of the unit in the context of the programme budget for the biennium 1996-1997. The Planning and Development Service will operate under the immediate supervision of the Assistant Secretary-General for Human Resources Management.

26C.24 The establishment of a true planning capacity within the Office of Human Resources Management is crucial to the implementation of a modern human resources management system for the United Nations Secretariat. The objective of the Planning and Development Service is to conceive, design and introduce integrated human resources management policies and practices in support of the stated goal of the Secretary-General to develop and implement a modern human resources management system more responsive to the spirit of the Charter and the evolving mandates given to the Organization by Member States. The Service is also responsible for the implementation and maintenance of the human resources management components of the Integrated Management Information System (IMIS), as well as for the development of new functionalities using the data available from IMIS, such as succession planning systems, skills inventories and career systems.

**Activities**

*1. Parliamentary services*

*Parliamentary documentation*. Annual reports to the General Assembly on the composition of the Secretariat, as well as reports to the Assembly on the implementation of the strategy for human resources management and the introduction of proposed new or amended policies and practices.

*2. Administrative support services*

*Human resources management*

(a) *Planning and Development*

(i) Development and implementation of mechanisms to identify and forecast staffing needs in the Secretariat systematically, including design of succession planning systems;

(ii) Development of improved standards for the recruitment and promotion of staff, such as definition of managerial and functional competencies;

(iii) Formulation of a strategy for the introduction of an integrated career management system for all categories of staff in the Secretariat; and design and development of components of the system, including definition of career paths within and across occupations, planned mobility and rotation schemes and career counselling programmes;

(iv) Design and implementation of a system to monitor and evaluate centrally the functioning of the new Performance Appraisal System Secretariat-wide with a view to establishing performance recognition and sanctions schemes; and development of standards of accountability;

(v) Implementation of the enhanced attrition programme and development of proposals for the longer-term management of staff separation and retention programmes, including the future use of agreed separation arrangements;

(vi) Evaluation of the newly introduced delegation of authority to programme managers for selected personnel matters with a view to identifying areas where authority could be further delegated within the safeguards of managerial accountability and monitoring and audit by the Office of Human Resources Management;

(b) *Maintenance and development of data systems*

(i) Coordination of the implementation of the human resources management components of IMIS at all duty stations; and identification and design of further enhancements to IMIS;

(ii) Design of computer applications in support of human resources planning and development of systems for further automation of human resources management processes.

**Resource requirements (at current rates)**

*Posts*

26C.25 Estimated requirements of $2,250,900, reflecting an increase of $644,800, will cover the extension of existing posts (1 P-4, 1 P-3, 10 General Service (1 Principal level and 9 Other level)) in addition to the new posts (1 D-1, 2 P-5, 1 P-4) proposed in connection with the establishment of a planning capacity within the Office of Human Resources Management (see A/C.5/49/5), and redeployment out of the Service of a P-5 post, and into the Service of 4 General Service (Other level) posts.

26C.26 The new posts include one human resources policy and planning specialist (D-1) to direct and supervise the Planning and Development Service; one career planning specialist (P-5), one performance management specialist (P-5) and one planning specialist (P-4). It is also proposed to redeploy four General Service (Other level) posts from the former Recruitment and Placement and Staff Administration and Training Divisions to provide secretarial and administrative support to the newly established Planning and Development Service.

26C.27 One P-5, 1 P-4, 1 P-3 and 10 General Service posts (1 Principal level and 9 Other level) were used in 1994-1995 for the development and implementation of IMIS. In 1996-1997, these posts will provide continued support for the implementation and further enhancement of IMIS, and will, in addition, develop data analysis tools for human resources planning and management, except for the P-5 post, whose redeployment to the Operational Services Division to head one of the service clusters is proposed.

*Other staff costs*

26C.28 A provision of $80,500, at the maintenance level, relates to general temporary assistance ($67,700) to cover temporary needs of the Service; and overtime ($12,800) to cover requirements during peak workload periods.

*General operating expenses*

26C.29 Total requirements of $63,200 relate to the Service's share of the port and disk charges in connection with the mainframe computer systems.

*Supplies and materials*

26C.30 A provision of $5,500 relates to requirements for office automation supplies for the Service.

*Equipment*

26C.31 Estimated provisions of $20,000 would cover the cost of replacement of office automation equipment.

## 2. Operational services

Table 26C.8 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

| *Object of expenditure* | *1992-1993 expenditures* | *1994-1995 appropriations* | *Resource growth* | | *Total before recosting* | *Recosting* | *1996-1997 estimates* |
|---|---|---|---|---|---|---|---|
| | | | *Amount* | *Percentage* | | | |
| Posts | 6 894.0 | 6 368.7 | 1 351.8 | 21.2 | 7 720.5 | 399.9 | 8 120.4 |
| Other staff costs | 63.5 | 146.5 | (31.8) | (21.7) | 114.7 | 5.5 | 120.2 |
| Travel | 48.3 | 242.7 | 16.2 | 6.6 | 258.9 | 12.6 | 271.5 |
| Contractual services | — | — | 93.6 | — | 93.6 | 4.4 | 98.0 |
| General operating expenses | 72.0 | 177.8 | (130.3) | (73.2) | 47.5 | 2.4 | 49.9 |
| Supplies and materials | 27.6 | 29.5 | (18.5) | (62.7) | 11.0 | 0.4 | 11.4 |
| Equipment | 41.2 | 162.9 | (153.3) | (94.1) | 9.6 | 0.5 | 10.1 |
| **Total** | **7 146.6** | **7 128.1** | **(1 127.7)** | **15.8** | **8 255.8** | **425.7** | **8 681.5** |

(2) *Extrabudgetary resources*

| *1992-1993 expenditures* | *1994-1995 estimates* | *Source of funds* | *1996-1997 estimates* |
|---|---|---|---|
| | | (a) Services in support of: | |
| | | (i) United Nations organizations | |
| — | 212.0 | Administrative structures | 227.1 |
| — | — | Technical cooperation reimbursement resources | 187.9 |
| | | (ii) Extrabudgetary activities | |
| 856.2 | 1 030.4 | Peace-keeping operations | 2 715.3 |
| — | — | (b) Substantive activities | — |
| — | — | (c) Operational projects | — |
| **856.2** | **1 242.4** | | **3 130.3** |
| **8 002.8** | **8 370.5** | | **11 811.8** |

Table 26C.9 **Post requirements**

*Organizational unit: Operational Services Division*

| | *Established posts* | | *Temporary posts* | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Regular budget* | | *Regular budget* | | *Extrabudgetary resources* | | *Total* | |
| | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* |
| **Professional category and above** | | | | | | | | |
| D-2 | 1 | 1 | — | — | — | — | 1 | 1 |
| D-1 | 1 | 1 | — | — | — | — | 1 | 1 |
| P-5 | 4 | 5 | — | — | — | 1 | 4 | 6 |
| P-4/3 | 10 | 13 | — | — | 4 | 8 | 14 | 21 |
| P-2/1 | 3 | 4 | — | — | — | — | 3 | 4 |
| **Total** | **19** | **24** | **—** | **—** | **4** | **9** | **23** | **33** |
| **General Service category** | | | | | | | | |
| Principal level | 4 | 5 | — | — | — | — | 4 | 5 |
| Other levels | 22 | 25 | — | — | 4 | 11 | 26 | 36 |
| **Total** | **26** | **30** | **—** | **—** | **4** | **11** | **30** | **41** |
| **Grand total** | **45** | **54** | **—** | **—** | **8*** | **20*** | **53** | **74** |

* Post financed from reimbursement of services to UNHCR: 1994-1995 and 1996-1997: 1 P-4. Post financed from technical cooperation reimbursement resources: 1996-1997: 1 P-3. Posts financed from the support account for peace-keeping operations: 1994-1995: 3 P-4 and 4 General Service (Other level) posts; 1996-1997: 1 P-5, 5 P-4, 1 P-3 and 11 General Service (Other level) posts.

## Subprogramme 2
## Operational services

26C.32 In line with the concept of "one-stop shopping", and in the interest of making human resources management more responsive to the growing needs of the United Nations in terms of effectiveness and expedience, it is proposed to establish the Operational Services Division, through the redeployment of some of the resources previously allocated to the Recruitment and Placement Division and to the Staff Administration and Training Division. This new Division would comprise a series of service units/clusters to meet the human resources management requirements of individual departments. Each cluster would thus act as a "full service" counterpart with whom staff members and other offices in the Secretariat could interact on all human resources management needs. Operational services comprise two main areas: (a) the clusters or service units, which will concentrate on the management of human resources from recruitment to personnel administration, from career counselling and placement to classification; and (b) the Common System and Compensation Service, which will address inter-agency matters related to conditions of service of internationally and locally recruited staff at Headquarters and at offices away from Headquarters and will be responsible for matters related to compensation and classification.

26C.33 The units concerned are the Office of the Director of the Operational Services Division, the Common System and Compensation Service, the service units that include offices away from Headquarters (the Geneva Cluster Section, the Vienna/the Hague Cluster Unit, the ECLAC, ESCAP and ESCWA Cluster Unit, the ECA and Nairobi Cluster Unit) and the service units at Headquarters (the Department of Administration and Management and the Office of Internal Oversight Services Cluster Unit, the Economic and Social Cluster Section, the Department of Peace-keeping Operations/Field Administration and Logistics Division/Department of Humanitarian Affairs Cluster Unit and the Office of Legal Affairs/Department of Public Information/Department of Political Affairs Cluster Unit).

26C.34 Each service cluster would provide integrated services for its customers, including identifying, interviewing, selecting and presenting candidates for appointment, placement, promotion, vacancy management, administrative actions, calculation and monitoring of benefits, career and performance management support and the classification of posts. The size of each cluster would be determined on the basis of the number of posts as well as the location and the existing administrative structure and complexity of issues in each of the offices and departments served.

26C.35 The general objective of the Common System and Compensation Service is to formulate within the Organization and coordinate with the other organizations of the common system policies and procedures regarding salaries, allowances and terms and conditions of service of staff. This Service will also act as the link between the Office of Human Resources Management and bodies such as the International Civil Service Commission and the Consultative Committee on Administrative Questions. This Service will continue to review the methodologies for determining the best prevailing conditions of employment for locally recruited staff, both at Headquarters and at non-Headquarters duty stations. It will take an active role in the Advisory Committee on Post Adjustment Questions and in the Tripartite Working Group for the classification of duty stations according to conditions of life and work, which have a direct impact in the remuneration package of internationally recruited staff. The Service will also review the methodologies dealing with the improvement of classification standards for posts in the Professional category and above and the Field Service, General Service and related categories.

**Activities**

*1. Parliamentary services*

(a) *Parliamentary documentation*. Reports on the emoluments of senior Secretariat officials and non-Secretariat officials, secondment and career and fixed-term appointments, agreed terminations and hiring of retirees in accordance with General Assembly resolution 49/222;

(b) *Substantive services*. Servicing of the Fifth Committee of the General Assembly on matters related to salaries, pensions, allowances and other entitlements, classification, recruitment and staff administration.

*2. Published material*

*Technical material*. Administrative issuances; reports and working papers to the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions; and annual salary scales.

*3. Administrative support services*

*Human resources management*

(a) *Vacancy management*

(i) Gathering information on projected staff movements or programmatic changes for the offices served by the various clusters, with the assistance of the IMIS;

(ii) Identifying short-term staffing and skills needed for the offices served by the various clusters;

(iii) Issuance of vacancy notices and bulletins for specific vacancies;

(iv) Interviews and screening of staff for the filling of vacancies;

(v) Promotion implementation for all staff at Headquarters, political and peace-keeping missions and United Nations information centres;

(b) *Recruitment, placement and promotion of Professional staff*

(i) Long-term recruitment of approximately 200 Professional staff per year for posts subject to geographical distribution; preparation of internal and external vacancy announcements and advertisements; submission of lists of qualified candidates (provided by the Specialist Services Division) to departments; interviews of candidates in cooperation with departments; presentation of the recommendation for recruitment of candidates to the appointment and promotion bodies; requests for government releases and visas; and arrangement of travel when appropriate;

(ii) Short-term recruitment of approximately 1,500 staff per year for short-term and conference requirements;

(iii) Recruitment of approximately 350 staff per year for peace-keeping missions;

(iv) Processing of approximately 1,000 special service agreements for consultants and individual contractors annually;

(v) Approximately 500 placements and promotions of Professional staff annually, of which 250 relate to peace-keeping operations;

(vi) Triennial review of staff members who have not been promoted under the current system;

(c) *Recruitment and placement of General Service and other categories of staff*

(i) Acknowledgement and evaluation of approximately 10,000 applications per year;

(ii) Issuance of vacancy notices as required;

(iii) Communications with prospective candidates: 6,000 letters and 25,000 telephone inquiries each year concerning employment opportunities for General Service and other categories at Headquarters;

(iv) Short-term recruitment of approximately 750 General Service and related staff at Headquarters each year for conferences and other short-term service from lists provided by the Specialist Services Division;

(v) Recruitment of approximately 40 support staff each year for the United Nations information centres;

(vi) Recruitment of approximately 300 mission staff for peace-keeping missions each year to maintain the normal strength of the service, with more having to be recruited for each new mission;

(vii) Placement of approximately 900 staff members each year, of which 750 placements will relate to peace-keeping missions;

(d) *Staff administration*

(i) Application of United Nations Staff Regulations and Staff Rules and other administrative issuances to individual cases, ensuring consistent treatment of staff members;

(ii) Personnel administration of staff in accordance with the United Nations Staff Regulations and Staff Rules:

a. Initial offers of appointments (approximately 2,500 per year) and issuance of approximately 9,000 extensions of appointment per year of staff at Headquarters and United Nations information centres;

b. Review of contractual status of approximately 200 Professional staff on a Secretariat-wide basis for conversion to career appointment;

c. Review of contractual status of approximately 700 staff in the General Service and related categories at Headquarters for conversion to career appointment;

d. Counselling for career growth within the world-wide Secretariat;

e. Counselling on personnel problems, compliance with the code of conduct for international civil servants and addressing indebtedness in consultation with staff counsellor's office;

f. Application of approximately 9,000 individual cases per year of the Staff Regulations and Staff Rules for items not delegated to departments and offices away from Headquarters;

g. Implementation, administration and day-to-day monitoring of the new Performance Appraisal System;

h. Advice to management and staff on all aspects of personnel policies and administration;

i. Participation in the activities of joint staff management bodies on personnel policies and staff welfare, early identification of potential problems between management and staff and contributions to their resolution;

j. Contribution to the development and revision of personnel policies in the light of experience in their application;

k. Service as ex-officio members of the appointment and promotion bodies for promotion, vacancy management and conversion to career appointment;

l. Participation in departmental panels, as required (e.g. review of special post allowances and placement);

m. Participation in the Office of Human Resources Management and Secretariat working groups at Headquarters;

(iii) The determination of eligibility of approximately 7,000 staff per year for benefits and allowances, in accordance with the Staff Regulations and Staff Rules;

(iv) Contribution to the development and implementation of personnel administration policies that will ensure a sound and coherent application of United Nations rules and norms governing personnel management. These functions will be carried out in cooperation with other services within the Office of Human Resources Management and in light of the experiences gained in the application of current personnel policies;

(v) Continuous review of the Staff Rules in order to ensure consistency with administrative issuances; and, in the light of changes within the Secretariat, proposals for revisions to the Staff Rules with a view to standardizing approach and application, thus reducing the need to consider granting exceptions;

(vi) Continuous review of staff entitlements with a view to simplifying in order to avoid different interpretations of the Staff Rules;

(vii) Decisions on approximately 120 exceptions relating to entitlements;

(viii) Provision of individual counselling on career paths to staff members, and intervention, when necessary, with the department in order to resolve issues at an early stage and avoid unnecessary appeals;

(ix) Induction of approximately 2,500 staff at the time of appointment to advise them of the Staff Regulations and Staff Rules and what is expected of them during their service with the Organization;

(x) Review of individual classification requests for posts in the Professional category and above and the Field Service and General Service and related categories at Headquarters and other established duty stations;

(e) *Common System and Compensation Service*

(i) Formulation within the Organization and coordination with other organizations of the common system policies and procedures regarding salaries, pensions, allowances and other entitlements:

a. Substantive participation in meetings of inter-agency bodies, the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions, the Consultative Committee on Administrative Questions and the United Nations Joint Staff Pension Board and Staff Pension Committee, as well as related working groups of those bodies;

b. Preparation of reports and working papers for sessions of the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions;

c. Approval and/or issuance of administrative instructions, information circulars and other instructions related to salaries, pensions, allowances and other entitlements;

d. Issuance and monitoring of the implementation of administrative instructions and guidelines, and deciding on exceptions thereto, relating to salaries, allowances and other entitlements;

e. Monitoring of the implementation of decisions of the International Civil Service Commission on compensation issues such as new packages of mobility/hardship and assignment measures for staff in the Professional category and above, the Field Service category and internationally recruited staff in the General Service category;

(ii) Conduct of salary surveys at a number of duty stations; participation in the conduct of the salary survey in New York; and review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in over 180 duty stations;

(iii) Establishment, review and updating of allowances and other entitlements related to peace-keeping; and participation in technical survey missions;

(iv) Provision of information for statements of programme budget implications on draft resolutions or decisions concerning salaries, allowances and other entitlements;

(v) Assistance in staff-management consultations on issues of salaries, allowances and other benefits;

(vi) Maintenance of an electronic database (current and historical) of all General Service and national officer salary scales (containing currently more than 1,500 scales); automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emolument packages for all categories of staff on a timely basis;

(vii) The review of current classification standards for the Professional, Field Service and General Service and related categories, to participate in the development of classification standards, to evaluate existing classification structures and to pursue actively the integration of the classification system within the overall management process;

(viii) Assistance to the service units/clusters in the implementation of the classification standards developed for the posts in the Professional category and above and the Field Service and General Service categories;

(f) *Monitoring*

(i) Monitoring of the implementation of the Staff Regulations and Staff Rules and personnel policies by departments and offices at Headquarters and offices away from Headquarters;

(ii) Continuous review of the mechanism for monitoring and human resources auditing actions taken by departments and offices at Headquarters and offices away from Headquarters to which appropriate delegation of authority on personnel matters have been given, such as promotions, conversion to fixed-term appointments, special post allowances and entitlements;

(iii) Monitoring for accuracy of approximately 54,000 actions processed in IMIS by the departments and offices at Headquarters;

(g) *Separation*

(i) Conduct of exit interviews with staff separating from service to determine reasons for separation and to record their experiences, with a view to improving staff relationships and policies within the Organization;

(ii) Briefing retiring staff in coordination with the Office of the Staff Counsellor.

**Resource requirements (at current rates)**

*Posts*

26C.36 The provision of $7,720,500 covers salaries and common staff costs for 54 posts proposed for the Specialist Services Division. These consist of 43 posts from the Staff Administration and Training Division (1 D-2, 1 D-1, 4 P-5, 6 P-4, 4 P-3, 3 P-2 and 24 General Service); 8 posts redeployed from the Recruitment and Placement Division (2 P-4, 1 P-3, 1 P-2 and 4 General Service), 2 General Service from

the Training Service and 1 P-5 from the Planning and Information Section. Two General Service posts from the Staff Administration and Training Division are proposed for abolition.

*Other staff costs*

26C.37 Total requirements of $114,700 would relate to general temporary assistance ($93,200) to provide additional support in times of peak workload and in connection with maternity leave for the Service; and overtime ($21,500) to cover needs with respect to peak workload periods such as during the General Assembly.

*Travel*

26C.38 A provision of $258,900, including an increase of $16,200, is requested for travel related to attendance at Staff Management Coordination Committee meetings. It also covers travel to regional commissions and other duty stations to conduct salary surveys, for participation in meetings of inter-agency bodies and for briefings on human resources management policy matters and to monitor the uniform application of rules and procedures following the increased delegation of authority to offices away from Headquarters and the implementation of the Performance Appraisal System.

*Contractual services*

26C.39 A provision of $93,600 would cover the estimated United Nations share of the software development costs to be incurred in implementing the automated system for the classification of Professional posts. The development of this system was endorsed by the Subcommittee on Job Classification of the Consultative Committee on Administrative Questions and recommended by the Joint Inspection Unit in its report on post classification (JIU/REP/7).

*General operating expenses*

26C.40 Total requirements of $47,500, including a decrease of $130,300, relate to the Division's share of the port and disk charges in connection with the mainframe computer system ($8,400) in addition to the maintenance of existing office automation equipment ($39,100).

*Supplies and materials*

26C.41 A provision of $11,000 is requested for office supplies and materials.

*Equipment*

26C.42 A provision of $9,600 is requested for the purchase of notebook computers and software to be used, in particular, during salary surveys and other field assignments.

## 3. Specialist services

Table 26C.10 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

| *Object of expenditure* | *1992-1993 expenditures* | *1994-1995 appropriations* | *Resource growth* | | *Total before recosting* | *Recosting* | *1996-1997 estimates* |
|---|---|---|---|---|---|---|---|
| | | | *Amount* | *Percentage* | | | |
| Posts | 10 100.9 | 9 463.7 | (2 215.0) | (23.4) | 7 248.7 | 369.5 | 7 617.7 |
| Other staff costs | 459.7 | 460.9 | 31.8 | 6.8 | 492.7 | 23.7 | 516.4 |
| Consultants and experts | 12.4 | 69.6 | — | — | 69.6 | 3.1 | 72.7 |
| Travel | 276.4 | 305.7 | (40.5) | (13.2) | 265.2 | 13.1 | 278.3 |
| Contractual services | 276.0 | 298.0 | 93.3 | 31.3 | 391.3 | 18.6 | 409.9 |
| General operating expenses | 117.3 | 192.8 | (90.5) | (46.9) | 102.3 | 4.9 | 107.2 |
| Supplies and materials | 13.2 | 16.9 | 2.0 | 11.8 | 18.9 | 1.2 | 20.1 |
| Equipment | 55.8 | 219.2 | (149.0) | (67.9) | 70.2 | 2.9 | 73.1 |
| **Total** | **11 311.7** | **11 026.8** | **(2 367.9)** | **(21.4)** | **8 658.9** | **436.5** | **9 095.4** |

(2) *Extrabudgetary resources*

| *1992-1993 expenditures* | *1994-1995 estimates* | *Source of funds* | *1996-1997 estimates* |
|---|---|---|---|
| | | (a) Services in support of: | |
| | | (i) United Nations organizations | |
| 392.0 | 452.3 | Administrative structures | 481.4 |
| — | 175.5 | Technical cooperation reimbursement resources | — |
| | | (ii) Extrabudgetary activities | |
| 470.3 | 1 352.2 | Peace-keeping operations | — |
| | | (b) Substantive activities | |
| — | 10.0 | Trust Fund for German Language Translation | — |
| — | — | (c) Operational projects | — |
| **862.3** | **1 990.0** | **Total** | **481.4** |
| **12 174.0** | **13 016.8** | **Total (1) and (2)** | **9 576.8** |

Table 26C.11 **Post requirements**

*Organizational unit: Specialist Services Division*

| | *Established posts* | | *Temporary posts* | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Regular budget* | | *Regular budget* | | *Extrabudgetary resources* | | *Total* | |
| | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* | *1994-1995* | *1996-1997* |
| **Professional category and above** | | | | | | | | |
| D-2 | 1 | 1 | — | — | — | — | 1 | 1 |
| D-1 | 1 | 1 | — | — | — | — | 1 | 1 |
| P-5 | 5 | 5 | — | — | 1 | — | 6 | 5 |
| P-4/3 | 18 | 13 | — | — | 5 | 1 | 23 | 14 |
| P-2/1 | 2 | 1 | — | — | 1 | 1 | 3 | 2 |
| **Total** | **27** | **21** | **—** | **—** | **7** | **2** | **34** | **23** |
| **General Service category** | | | | | | | | |
| Principal level | 4 | 4 | — | — | — | — | 4 | 4 |
| Other levels | 39 | 27 | — | — | 8 | 1 | 47 | 28 |
| **Total** | **43** | **31** | **—** | **—** | **8** | **1** | **51** | **32** |
| **Grand total** | **70** | **52** | **—** | **—** | **15[a]** | **3[b]** | **85** | **55** |

[a] 1994-1995: one P-3 post financed from extrabudgetary technical cooperation activities reimbursement resources, and one P-5 (1994-1995), two P-4, one P-3 and seven General Service (Other level) posts financed from the support account for peace-keeping operations.

[b] 1994-1995 and 1996-1997: one P-4, one P-2 and one General Service (Other level) post financed from reimbursement of services in support of extrabudgetary administrative structures.

## Subprogramme 3
## Specialist services

26C.43 The Specialist Services Division consists of the Office of the Director, the Organizational Structure and Job Design Unit, the Recruitment Support Section, the Examination and Tests Service, the Rules and Regulations Unit and the Litigation Unit. Its main function is to provide support to the clusters of the Operational Services Division as well as to departments and offices, and to provide functions which have an impact Secretariat-wide, such as the conduct of national examinations. The Litigation Unit performs the functions of investigation and litigation in connection with appeals and disciplinary cases.

26C.44 In the area of organizational structure and job design, approved classification standards will be maintained for the Professional, Field Service and General Service and related categories, classification standards will be developed, existing classification structures will be reviewed and the classification system will be integrated within the overall management process. The functions related to the *Organizational Manual*, including the issuance of Secretariat organigrammes, have also been incorporated in the Division.

26C.45 In the area of examinations, the focus will be placed on expanding national competitive examinations, establishing assessment centres and conducting structured interviews for more senior posts, especially those requiring specialized skills in such sensitive areas as security, administration and telecommunications, and in other occupational groups. The need to identify high quality candidates, while taking into account the geographic distribution of staff and increasing the percentage of women in the Professional category and above, will also be fully borne in mind.

26C.46 To support the recruitment function, the Division will maintain active rosters of qualified candidates sorted by occupational groups. The Division will also strengthen the rosters with the help of Member States by conducting publicity campaigns, networking with professional organizations, maintaining world-wide liaison with executive search agencies and interviewing candidates for suitability and availability.

26C.47 The Division will provide legal support services to the Office of Human Resources Management and programme managers. In the area of rules and regulations, emphasis will be placed on adapting the rules to the new needs of the Organization and making them more accessible to managers and staff. The Litigation Unit will review disciplinary cases and conduct litigation before the relevant bodies, putting into effect the reform of the internal system of justice.

**Activities**

*1. Parliamentary services*

*Parliamentary documentation.* Annual reports to the General Assembly on issues related to the United Nations Staff Regulations and Staff Rules, including amendments and revisions as approved by the Assembly, annual reports to the Assembly on human resources matters and contributions to the *Repertory of Practice of United Nations Organs* and the *Yearbook of the United Nations*.

*2. Published material*

*Technical material.* Administrative issuances, personnel directives, revisions to the *Personnel Manual* and updates of the *Organizational Manual*.

*3. Administrative support services*

*Human resources management*

(a) *Professional vacancies*

(i) Maintenance of rosters by occupational group; review and evaluation of approximately 8,000 applications and correspondence; initial screening and interviews; reference checks and verification of degrees for rosters;

(ii) Issuance of consolidated vacancy notices to replenish occupational groups;

(iii) Provision of rosters of qualified candidates for recruitment by Departments in consultation with the clusters of the Operational Services Division;

(iv) Mailing of recruitment information to women's organizations and professional associations (approximately 400 letters per year) to identify sources of qualified candidates, and updating of world-wide mailing lists (800 addresses);

(v) Strengthening the rosters, occupational and otherwise, of external candidates in cooperation with Member States and through networking with professional associations and other institutions;

(vi) Communications with prospective candidates. Approximately 18,500 letters and 12,000 telephone inquiries per year on Professional employment opportunities; and official correspondence with Member States on recruitment matters (approximately 500 letters and notes verbales per year);

(vii) Special assignments and reports providing statistics and information on P-1/P-2 and P-3 vacancy situations and projections for the Central Examinations Board and for the Central Recruitment Examinations Board;

(viii) Placement of regular advertisements and special advertisements for occupational groups of posts and priority vacancies;

(ix) Conducting recruitment campaigns and missions as required to fill vacancies and feed the rosters;

(b) *Administration of competitive examinations and tests*

(i) Administration of national competitive examinations at the P-2 and P-3 levels in some 20 to 30 countries per year in 10 occupational categories. The use of regional examinations will be expanded so that a greater number of unrepresented and underrepresented Member States can participate in the examination process;

(ii) Administration of competitive examinations for promotion from the General Service and related categories to the Professional category in six occupational categories per year;

(iii) Administration of examinations at the entrance P-2 and P-3 levels for posts requiring special language competence;

(iv) Administration of tests at Headquarters for recruitment of General Service staff (clerical, typing, stenography, statistical and accounting) for an estimated 3,500 candidates annually;

(v) Preparation and administration of structured interviews in conjunction with oral examinations and the screening of candidates;

(vi) Conduct of structured interviews for designated senior posts in the Professional category and above (initially 10 per year);

(vii) Administration of the internship programme for approximately 250 interns per year;

(c) *Rules and regulations*

(i) Interpretation of the Staff Regulations and Staff Rules and other administrative issuances:

a. Codification of the administrative law of the United Nations through periodic amendments to and revisions of the Staff Regulations and Staff Rules and revisions to the Personnel Manual;

b. Provision of general legal advice and services to agencies in the common system;

c. Drafting of policy papers, administrative issuances, legal analysis and correspondence on administrative matters;

d. Provision of advice to management and staff on all aspects of personnel administration and policies;

e. Contributions to the development and revision of personnel policy instruments in the light of experience in their application;

(ii) Policy formulation for the introduction of modern human resources management concepts and practices in the Secretariat;

(d) *Organizational structure and job design*

(i) Review of appeals filed with respect to the classification of posts in the Professional category and above and the Field Service and General Service and related categories at Headquarters and other established duty stations (approximately 400 appeals);

(ii) Development of job classification policies;

(iii) Integration of job classification with management processes: preparation of administrative instructions, internal position papers or policy documents on classification matters, including the development and coordination of classification policies and procedures with processes relating to programme planning, organizational analysis, utilization of human resources and career development;

(iv) Studies and revisions to the *Organizational Manual*;

(e) *Litigation, disciplinary and appeal cases*. The Litigation Unit will:

(i) Represent the Secretary-General before the Joint Appeals Board when it considers requests for suspension of action on a contested decision;

(ii) Settle all appropriate cases;

(iii) Prepare written statements on behalf of the Secretary-General in appeals filed with the Joint Appeals Board, gather additional information that may be requested by the Board in the consideration of particular cases and appear at hearings scheduled by the Board;

(iv) Investigate all disciplinary matters referred to the Office of Human Resources Management to determine whether or not disciplinary charges should be brought; direct and monitor preliminary investigations conducted in the field to ensure respect of due process requirements; when a staff member agrees to waive referral to a Joint Disciplinary Committee, recommend appropriate disciplinary measures and prepare the documents necessary to implement the decision; when charges are brought before a Joint Disciplinary Committee at Headquarters, prepare written and oral presentation of the case to that Committee; and when allegations of serious misconduct are brought, prepare recommendations for summary dismissal;

(v) Provide legal advice on personnel matters, as required;

(vi) Prepare a computerized compendium of relevant jurisprudence and interpretations.

**Resource requirements (at current rates)**

*Posts*

26C.48 The provision of $7,248,700 covers salaries and common staff costs of the 52 posts proposed for the Specialist Services Division. These comprise the following:

(a) A total of 32 out of the 53 posts of the former Recruitment and Placement Division (1 D-2, 1 D-1, 2 P-5, 3 P-4, 5 P-3, 20 General Service (1 at the Principal level));

(b) The 13 posts of the Examinations Section (1 P-5, 1 P-4, 3 P-3, 1 P-2 and 7 General Service (1 at the Principal level));

(c) The 4 posts of the Administrative Review Unit (1 P-5, 1 P-3 and 2 General Service (Other level));

(d) Three posts (one P-5 and two General Service (Principal level)) redeployed from the Office of Internal Oversight Services together with the functions related to the *Organizational Manual*.

26C.49 The 21 posts not carried over from the Recruitment and Placement Division are distributed as follows:

(a) To the Office of the Assistant Secretary-General for Human Resources Management: one P-4, one P-3 and three General Service posts (one at the Principal level) for the purpose of servicing the appointment and promotion bodies, and one P-5 and one General Service (Other level) post for dealing with organizational and policy matters in that Office;

(b) To the Planning and Development Service: four General Service (Other level) posts;

(c) To the Operational Services Division: two P-4, one P-3, one P-2 and four General Service posts (one at the Principal level);

(d) To the Medical and Employee Assistance Division: one General Service (Other level) post;

(e) One General Service (Other level) post proposed for abolition.

*Other staff costs*

26C.50 Provision of $492,700 relates to general temporary assistance ($478,400) in connection with the Litigation Unit and the Personnel Records and Personnel Data Units, and overtime ($14,300) to cover needs with respect to peak workload periods, such as during the General Assembly.

*Consultants and experts*

26C.51 A provision of $69,600 is required to hire consultants for the preparation of examination materials.

*Travel*

26C.52 A provision of $265,200, is requested for travel related to competitive examinations, recruitment missions and in relation to job design and organizational review consultations in offices away from Headquarters.

*Contractual services*

26C.53 An amount of $391,300, including a net increase of $93,300, is requested for advertising and promotion in connection with publicity campaigns, special advertising for occupational groups and priority searches for senior level posts.

*General operating expenses*

26C.54 The estimated requirements of $102,300, reflecting a net decrease of $90,500, would provide for the rental of rooms and space for competitive language examinations administered in centres throughout the world ($14,600); and cover the rental of office equipment ($4,100) and maintenance of office automation equipment ($83,600).

*Supplies and materials*

26C.55 An amount of $18,900, provides for the purchase of reference and information material related to the world-wide identification of high-level candidates for senior positions.

*Equipment*

26C.56 A provision of $70,200, relates to the purchase of computer equipment and software to streamline data entry for recruitment ($22,700). In addition, it covers costs for the replacement of office automation equipment ($47,500).

## 4. Training

Table 26C.12 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

| *Object of expenditure* | *1992-1993 expenditures* | *1994-1995 appropriations* | *Resource growth* | | *Total before recosting* | *Recosting* | *1996-1997 estimates* |
|---|---|---|---|---|---|---|---|
| | | | *Amount* | *Percentage* | | | |
| Posts | 3 083.0 | 3 281.4 | (462.0) | (14.0) | 2 819.4 | 150.9 | 2 970.3 |
| Other staff costs | 117.6 | 97.8 | — | — | 97.8 | 4.4 | 102.2 |
| Consultants and experts | — | 22.9 | — | — | 22.9 | 1.1 | 24.0 |
| Travel | 26.7 | 37.2 | (2.8) | (7.5) | 34.4 | 1.6 | 36.0 |
| Contractual services | 3 744.9 | 9 443.2 | 680.0 | 7.2 | 10 123.2 | 491.2 | 10 614.4 |
| General operating expenses | 66.9 | 129.3 | (44.5) | (34.4) | 84.8 | 3.9 | 88.7 |
| Supplies and materials | 14.5 | 21.0 | 12.4 | 59.0 | 33.4 | 1.7 | 35.1 |
| Equipment | 147.5 | 316.3 | (40.2) | (12.7) | 276.1 | 13.0 | 289.1 |
| **Total** | **7 201.1** | **13 349.1** | **142.9** | **1.0** | **13 492.0** | **667.8** | **14 159.8** |

(2) *Extrabudgetary resources*

| 1992-1993 expenditures | 1994-1995 estimates | Source of funds | 1996-1997 estimates |
|---|---|---|---|
| | | (a) Services in support of: | |
| — | — | (i) United Nations organizations | — |
| — | — | (ii) Extrabudgetary activities | — |
| | | (b) Substantive activities | |
| 13.8 | 24.0 | French Language Trust Fund | 24.0 |
| 385.8 | 474.4 | Trust Fund for Interest on the Contributions to the United Nations Special Account | — |
| — | — | (c) Operational projects | — |
| **399.6** | **498.4** | **Total** | **24.0** |
| **7 600.7** | **13 847.5** | **Total (1) and (2)** | **14 183.8** |

Table 26C.13 **Post requirements**

*Organizational unit: Training Service*

| Established posts | | Temporary posts | | | | | |
|---|---|---|---|---|---|---|---|
| Regular budget | | Regular budget | | Extrabudgetary resources | | Total | |
| 1994-1995 | 1996-1997 | 1994-1995 | 1996-1997 | 1994-1995 | 1996-1997 | 1994-1995 | 1996-1997 |
| **Professional category and above** | | | | | | | |
| D-1 | 1 | 1 | — | — | — | — | 1 | 1 |
| P-5 | 1 | 1 | — | — | — | — | 1 | 1 |
| P-4/3 | 5 | 5 | — | — | — | — | 5 | 5 |
| P-2/1 | 6 | 4 | — | — | — | — | 6 | 4 |
| **Total** | **13** | **11** | **—** | **—** | **—** | **—** | **13** | **11** |
| **General Service category** | | | | | | | |
| Principal level | 1 | 1 | — | — | — | — | 1 | 1 |
| Other levels | 10 | 8 | — | — | — | — | 10 | 8 |
| **Total** | **11** | **9** | **—** | **—** | **—** | **—** | **11** | **9** |
| **Grand total** | **24** | **20** | **—** | **—** | **—** | **—** | **24** | **20** |

## Subprogramme 4
## Training

26C.57 In 1994-1995, resources were sought and obtained for a Comprehensive Management Development Programme. This Programme will continue and training will be enhanced, in line with the request by the General Assembly that it should be given due priority in the programme budget for the biennium 1996-1997.

26C.58 During the biennium 1996-1997, training programmes will be geared to achieving the following objectives:

(a) Providing the skills and knowledge required to support ongoing implementation of the strategy for the management of human resources in the organization, as well as the implementation of systems of accountability and responsibility, including the Performance Appraisal System;

(b) Continuing to build the leadership and managerial capacity required to promote a results-oriented management culture conducive to making full use of staff capacity and encouraging higher levels of productivity and high quality work;

(c) Ensuring that the Organization has a well-trained cadre of staff with proper understanding of organizational rules and procedures to staff regular administrative positions and positions in field operations;

(d) Increasing the number of readily available staff prepared to take up assignments, on short notice, in complex humanitarian or political operations in the field;

(e) Ensuring that the substantive skills and knowledge of staff are kept up to date and that staff are prepared to undertake new and changing organizational mandates.

**Activities**

*Administrative support services*

*Human resources management*

*1. Leadership, management and administration*

The Comprehensive Management Development Programme has been designed to build and sustain the leadership and managerial capacity within the Secretariat, as well as to contribute to the transformation of the management culture of the Organization. The objectives of the programme during 1996 and 1997 are: (a) to ensure that all senior- and middle-level managers have completed a basic management programme covering management culture, planning and goal setting, accountability, responsibility, management of individual and team performance, managing diversity and gender issues; (b) to ensure that staff in the junior Professional and senior General Service categories who supervise the work of others complete training in basic supervisory skills; (c) to provide training in United Nations administration appropriate to the levels and functions of specific target groups; (d) to provide ongoing training in the Performance Appraisal System; (e) to provide training and facilitate client-focused service and quality initiatives; and (f) to institutionalize mandatory management, supervision and administrative training programmes based on established competency levels.

*2. Substantive skills development programme*

(a) This Secretariat-wide programme offers opportunities to the staff for upgrading and updating their substantive technical skills. Approximately 20 per cent of the Professional staff of the Secretariat will utilize this programme, which is based primarily on training plans submitted by individual departments and offices Secretariat-wide. Detailed needs analyses are conducted and a central review is undertaken to determine overall priorities and the most cost-effective allocation of funds to support the necessary requirements for the delivery of mandates;

(b) Special training programmes will be geared towards upgrading the skills of staff responsible for managing the Organization's human resources and finances. In particular, training activities will concentrate on areas dealing with the application of the Secretary-General's strategy for the management of human resources and the newly identified functions of the Office of Internal Oversight Services;

(c) The sabbatical studies programme is to be reviewed and modified to be more cost-effective and available to more staff, including financial support for part-time training in competencies of importance to the Organization in respect of both General Service and Professional level staff.

*3. Information technology training*

(a) The overall objective for the information technology training programme is to provide staff with the required knowledge and skills to access and use the computer resources of the Organization as they apply to the delivery of their work programmes. In the biennium 1996-1997, the computer environment will be significantly changed from that of the present biennium owing to increased use of United Nations and external networks, new standards in software and increased use of technological solutions for work delivery problems;

(b) Taking into account these changes, the information technology training programme for 1996-1997 will emphasize: (i) providing ongoing end-user training in Organization-wide applications; (ii) providing specialized training to departmental computer support staff in the design, development, and implementation of applications in a client/server computing environment; (iii) providing training for office unit heads in the management of computer resources; and (iv) maintaining and upgrading self-study learning centres to enhance access to training materials in standard applications;

(c) Training specifically relating to IMIS is covered under section 30 of the proposed programme budget.

*4. Communications training*

(a) Communications skills development is critical to the effective functioning of the new Performance Appraisal System. Training will therefore be provided in such oral communications skills as listening, giving feedback, negotiating and resolving conflicts. In addition, specialized communications skills training in making public presentations and managing media relations will be provided to senior officials and media spokespersons, particularly in sensitive mission assignments;

(b) The development of effective writing ability is essential in a multicultural organization where much of the work is done through written communication. Training will therefore also be provided in job-related written communications in the working languages of the Secretariat.

*5. Language training*

Language training is provided in the six official languages in accordance with resolution 2480 B (XXIII) of 21 December 1968 and 43/D of 21 December 1988. Language programmes have been reviewed and redesigned to meet organizational requirements for the regular work of the Organization as well as for operational activities in the field.

*6. Capacity-building in peace-keeping, peacemaking and humanitarian affairs*

To strengthen the Organization's ability to function effectively in specific operational areas, staff being deployed to the field for peace-keeping/humanitarian activities, as well as those requiring highly specialized skills at regular duty stations, will be trained in areas such as crisis/disaster management, emergency technical assistance, humanitarian aid in complex emergency/disaster assistance coordination, coordination relating to operations in the field and specific skills training, including technical communications.

*7. Orientation programmes*

The orientation programme provides new staff with an understanding of their roles and responsibilities as international civil servants. In addition, the programme assists supervisors in providing on-the-job training to new staff, provides training and orientation to all junior staff recruited or promoted to the Professional level and assists offices away from Headquarters in delivering their own orientation programmes through preparation of guidelines and provision of materials.

*8. General Service and related categories training*

Although staff in the General Service and related categories participate in most of the training activities organized by the Office of Human Resources Management, such as drafting, language classes, orientation, EDP, Performance Appraisal System, external studies and supervisory programmes, among others, special programmes directed only to staff in these categories are proposed to enable them to acquire or improve technical skills useful in the performance of their duties.

*9. Management and advisory role of the Training Service*

In order to provide guidance in comprehensive training planning and administration and taking into account the current trends towards decentralization and delegation of authority, the role of the Training Service has expanded to include providing advisory and technical support related to staff training and development to departments and offices in New York and all other duty stations, assessing training needs, supporting and monitoring the quality and equalization of training opportunities throughout the Secretariat and establishing training policies.

**Resource requirements (at current rates)**

*Posts*

26C.59 A provision of $2,819,400, reflecting a decrease of $462,000, covers salaries and common staff costs of one D-1, one P-5, two P-4, three P-3, four P-2 and nine General Service (1 Principal level and 8 Other level) posts. The decrease is the result of the abolition of two language coordinator posts at the P-2 level and the redeployment of two General Service (Other level) posts to the Operational Services Division. It is intended to consolidate the administrative functions of the language coordinators among the remaining coordinators and enhance the responsibilities of the existing full-time teachers.

*Other staff costs*

26C.60 Total requirements of $97,800, at the maintenance level, cover general temporary assistance ($74,800) to provide secretarial and clerical support for the administration and implementation of the training programmes, and overtime ($23,000) to cover peak workload periods occurring throughout the year, but especially during the periods of the language proficiency examinations.

*Consultants and experts*

26C.61 Provision of $22,900, at the maintenance level, relates to the hiring of consultants to carry out research and evaluation of all training programmes.

*Travel*

26C.62 An estimate of $34,400, including a decrease of $2,800, relates to the travel of staff to meetings of the Consultative Committee on Administrative Questions and other annual inter-agency coordination meetings.

*Contractual services*

26C.63 Total estimated resources requested to carry out training activities in the 1996-1997 biennium are $10,123,200, reflecting an increase of $680,000. These resources would cover the following:

(a) Other specialized training. A provision of $1,070,900 is requested for training programmes in the areas of:

(i) Capacity-building in peace-keeping, peacemaking and humanitarian affairs. This programme includes a five-module seminar in conflict resolution, seminars on information gathering, workshops on intervention and mediation techniques, single and multi-party negotiations, arbitration skills, peace and development, ethnic conflict and international relations;

(ii) Training for General Service and related categories, including training in the fields of security, printing (special courses on such printing techniques as colour processing, design and other recent developments in the field), building services (planning, equipment and facilities management in large building installations in such areas as heating, ventilation and air conditioning technology), as well as a management skills programme similar in content to the one that is provided to managers in the Professional category but geared to maximize the participants' potential in a fast-paced, changing work environment;

(iii) Orientation activities;

(b) Information technology programme. Provision of $1,708,900 is proposed to carry out information technology training at all duty stations in order to deliver training in standard software to meet Organization-wide applications, to purchase application software and self-study tutorials and to provide regular specialized training to each department's computer systems support staff (systems analysts, LAN administrators, group liaison officers, word-processing focal points and departmental managers of information technology resources);

(c) Leadership, management and administration. A provision of $3,505,200 would be required to implement training programmes in leadership, management and administration. Costs cover trainer/consultant fees for programme delivery, travel of Training Service staff and consultants to offices away from Headquarters to deliver programmes, participant material costs and residential costs for participants in the senior management residential programmes. This amount also includes provisions for Performance Appraisal System training;

(d) Substantive knowledge and skills development. The amount of $1,590,400 relates to the participation of Professional staff in training programmes geared to upgrade their professional skills in the substantive areas. This amount will also include upgrading human resource development skills and skills in oversight, auditing and financial management;

(e) Full-time language teachers. The resources required ($1,876,600), after a reduction of $188,900, would cover the salaries of 18 full-time language teachers at Headquarters. The decrease relates to the abolition of two language teacher posts;

(f) Part-time language teachers. The resources requested ($371,200) relate to the remuneration of 15 part-time teachers at Headquarters.

*General operating expenses*

26C.64 The resources of $84,800, would provide for the Service's share of the port and disk charges in connection with the mainframe computer system ($3,600), hospitality ($3,100) and maintenance of existing office automation equipment ($78,100).

*Supplies and materials*

26C.65 Total requirements of $33,400 are proposed to cover supplies needed for the various training programmes.

*Equipment*

26C.66 Total requirements of $276,100 relate to training equipment ($126,300) and to the replacement of the existing office automation equipment ($149,800).

## 5. Medical and employee assistance

Table 26C.14 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

| *Object of expenditure* | *1992-1993 expenditures* | *1994-1995 appropriations* | *Resource growth* | | *Total before recosting* | *Recosting* | *1996-1997 estimates* |
|---|---|---|---|---|---|---|---|
| | | | *Amount* | *Percentage* | | | |
| Posts | 2 832.3 | 2 778.9 | 97.8 | 3.5 | 2 876.7 | 134.2 | 3 010.9 |
| Other staff costs | 94.8 | 222.4 | 16.8 | 7.5 | 239.2 | 11.0 | 250.2 |
| Consultants and experts | 27.0 | — | — | — | — | — | — |
| Travel | 10.3 | 11.9 | — | — | 11.9 | 0.5 | 12.4 |
| General operating expenses | 17.3 | 28.2 | 1.0 | 3.5 | 29.2 | 1.3 | 30.5 |
| Supplies and materials | 195.2 | 210.2 | 37.3 | 17.7 | 247.5 | 13.2 | 260.7 |
| Equipment | 65.9 | 35.4 | 11.9 | 33.6 | 47.3 | 2.1 | 49.4 |
| **Total** | **3 242.8** | **3 287.0** | **164.8** | **5.0** | **3 451.8** | **162.3** | **3 614.1** |

(2) *Extrabudgetary resources*

| 1992-1993 expenditures | 1994-1995 estimates | Source of funds | 1996-1997 estimates |
|---|---|---|---|
| | | (a) Services in support of: | |
| | | (i) United Nations organizations | |
| 1 346.3 | 1 409.6 | Administrative structures | 1 480.0 |
| | | (ii) Extrabudgetary activities | |
| 541.3 | 1 026.6 | Peace-keeping operations | 1 088.0 |
| | | (b) Substantive activities | |
| — | 70.5 | Secretariat News Trust Fund | — |
| 4.0 | 4.0 | Trust Fund for Staff Health Promotion | — |
| — | — | (c) Operational projects | — |
| **1 891.6** | **2 510.7** | | **2 568.0** |
| **5 134.4** | **5 797.7** | | **6 182.1** |

Table 26C.15 **Post requirements**

*Organizational unit: Medical and Employee Assistance Division*

| | Established posts | | Temporary posts | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Regular budget | | Regular budget | | Extrabudgetary resources | | Total | |
| | 1994-1995 | 1996-1997 | 1994-1995 | 1996-1997 | 1994-1995 | 1996-1997 | 1994-1995 | 1996-1997 |
| **Professional category and above** | | | | | | | | |
| USG | — | — | — | — | — | — | — | — |
| ASG | — | — | — | — | — | — | — | — |
| D-2 | 1 | 1 | — | — | — | — | 1 | 1 |
| D-1 | 1 | 1 | — | — | — | — | 1 | 1 |
| P-5 | — | — | — | — | 2 | 2 | 2 | 2 |
| P-4/3 | 4 | 4 | — | — | 3 | 3 | 7 | 7 |
| P-2/1 | — | — | — | — | — | — | — | — |
| **Total** | **6** | **6** | **—** | **—** | **5** | **5** | **11** | **11** |
| **General Service category** | | | | | | | | |
| Principal level | 2 | 2 | — | — | 3 | 3 | 5 | 5 |
| Other levels | 13 | 14 | — | — | 10 | 10 | 23 | 24 |
| **Total** | **15** | **16** | **—** | **—** | **13** | **13** | **28** | **29** |
| **Grand total** | **21** | **22** | **—** | **—** | **18*** | **18*** | **39** | **40** |

* One P-5, one P-3, nine General Service (three Principal level and six Other level) posts in support of extrabudgetary administrative structures; and one P-5, one P-4, one P-3 and four General Service (Other level) posts financed by the support account for peace-keeping operations.

## Subprogramme 5
## Medical and employee assistance

26C.67 The Medical and Employee Assistance Division is responsible for the health, medical care and welfare of all staff members of the United Nations world wide, including peace-keeping missions, UNDP and UNICEF. The Medical Director plays a coordinating role for the entire United Nations common system in implementing staff welfare programmes and in resolving health care problems arising from the field, including health rating of duty stations for ICSC. During the biennium 1996-1997, the Medical Division will focus on implementing health promotion programmes, providing adequate pre- and post-mission examinations, decentralizing some medico-administrative functions and abolishing those that are redundant (such as mandatory medical clearances for extension and conversion of contracts).

26C.68 The general objectives of this subprogramme are to ensure that all staff members are fit to carry out their duties in order to achieve the goals of their respective organizations; to maintain health through regular medical examinations, consultations, appropriate laboratory and radiological investigations, briefings and proper immunizations of staff leaving for mission assignments; to ensure that staff have access to adequate medical care; to prevent potential problems in the area of occupational health; to promote health-enhancing programmes; and to continue to improve staff welfare, morale and productivity.

26C.69 During the biennium 1996-1997, the Medical and Employee Assistance Division will focus on reinstating periodic medical examinations at Headquarters, making post-mission exams mandatory and implementing health promotion programmes. Medical examinations will include screening for tropical diseases, specific health risks and early detection of certain cancerous conditions.

26C.70 With regard to field staff, field visits will continue to be made to ensure that staff members and their dependants have access to adequate medical care. This will be accomplished by assessing all available medical facilities, establishing new and/or strengthening existing United Nations dispensaries in hardship duty stations, streamlining medical evacuation procedures and resolving many medico-administrative issues. In 1993 and 1994, 16 duty stations were visited at the request of UNDP and UNICEF, and 11 duty stations were visited on behalf of the Department of Peace-keeping Operations.

26C.71 Priority will also be given to organizing and implementing health promotion programmes regularly. Every effort will be made to promote the better utilization of available health educational materials.

26C.72 In the area of staff counselling, policies and procedures will be established to provide an expanded employee assistance programme with a full range of in-house and well-established outside services for Headquarters and all major duty stations. Priority will be given to new services required for peace-keeping staff and their families and establishment of communication links with all duty stations and missions. Every effort will be made to ensure that the increasing volume and complexity of employee assistance needs will be addressed. Guidance will continue to be given to staff in such areas as schooling, after-school activities and educational events. To ensure the viability of the assistance procedures for alcohol/substance abuse, a joint staff-management approach will continue to be taken, with the help of recovering staff members. To help families cope with their handicapped dependants, an informal group (COPE) will continue to meet once a month.

**Activities**

*Administrative support services*

*Human resources management*

*1. Medical services*

(a) Most of the clinical and many of the medico-administrative activities will continue to be implemented, although there will be a shift in priorities in certain areas. Medical standards and policies will continue to be reviewed and used as guidelines for the medical services of the entire United Nations system, as well as for military medical units of peace-keeping operations and of troop-contributing countries. Medical care will continue to be provided at the medical services at the United Nations, UNDP and UNICEF, and equipment will be upgraded to keep abreast of changing medical technology. Technical support will be provided to 45 United Nations field dispensaries, all clinics

of the regional economic commissions and about 70 military medical units to ensure adequate care to all United Nations personnel, dependants, military observers, civilian police and United Nations troops. Medical clearances for recruitment and reassignment will continue to be provided to reduce potential problems of medical evacuation, compensation claims and disability benefits. Medical clearances for extensions of contract and their conversion to probationary status will be abolished, since they serve no medico-administrative purpose. The implementation of rules and regulations will be constantly monitored to promote the welfare of the staff and meet with the changing needs of the Organization;

(b) Health promotion programmes (smoking cessation, weight reduction, vision screening, pulmonary function tests, stress management), health education programmes (e.g. AIDS awareness) and staff benefit programmes (e.g. compatible working environment for handicapped staff members) will continue to be supported. To respond efficiently to the rapid changes in health situations world wide, special vaccines against hepatitis A and B and Japanese encephalitis have been incorporated in the existing schedule, and those against cholera and typhoid have been replaced by the latest versions. Malarial prophylaxis is continuously updated to confront the rapid development of resistant strains;

(c) In order to enhance further its efficiency and to distribute properly its medico-administrative workload, the Medical Service has been restructured. It has been divided into three medical support sections, which are responsible for the United Nations, peace-keeping operations and UNDP/UNICEF, respectively. Appropriate authority has been delegated to unit chiefs:

(i) Provision of clinical services (for Headquarters staff):

a. Full medical examinations (approximately 3,400 in New York annually);

b. Medical consultations by physicians, nurses and medical consultants (approximately 58,300 annually);

c. Immunizations and injections (approximately 7,200 annually) and electrocardiograms (approximately 2,500 annually);

d. Laboratory procedures done at Headquarters, including lung function tests and pap smears (approximately 164,500 annually);

e. Radiological procedures done at headquarters (approximately 3,000 annually) and review of x-ray films of field exams (approximately 13,000 annually);

f. Health promotion activities: work environment surveillance, vision screening and weight-reduction programme (approximately 600 annually);

(ii) Medico-administrative activities (Headquarters and the field):

a. Review of medical examination reports from examining physicians world wide (approximately 24,000 reports annually);

b. Processing of medical clearances for appointments, reviews of contractual status and pre-mission assignments (approximately 27,000 annually);

c. Processing of sick-leave cases (13,000 annually);

d. Determination of disability cases for pension purposes (approximately 350 per year) and of medical compensation cases (approximately 550 cases per year);

e. Determination of special dependency benefits and special education grants (350 annually);

(iii) Field-related activities (for field staff and dependants world wide):

a. Establishment, assessment and maintenance of 45 United Nations field dispensaries and medical clinics of regional economic commissions, including the appointment of dispensary physicians, nurses, laboratory technicians and the procurement of medical/laboratory supplies and equipment;

b. Classification of field duty stations (approximately 350 per year) in accordance with ICSC classifications;

c. Approval of medical evacuation of United Nations overseas staff and their dependants, peace-keeping staff, including military observers, civilian police and United Nations troops, staff and dependants of UNDP/UNFPA and UNICEF, and follow-up with hospitals and treating physicians, determination of the period for daily subsistence allowance payment, period of hospitalization and certification of medical bills (approximately 2,000 cases per year);

d. Appointment and yearly updating of the list of United Nations examining physicians world wide (650).

*2. Employee assistance: services/outputs of the Staff Activities and Housing Unit*

(a) Publishing of the *Secretariat News* (10-12 issues annually);

(b) Provision of housing assistance to staff from the Secretariat, UNDP, UNICEF and other international staff, including on lease reviews, lease terminations, security deposit refunds, tenant-landlord disputes and service difficulties (approximately 1,840 per year); handling of inquiries by volunteers (3,500 a year); and updating of the Manhattan hotel directory annually;

(c) Servicing by 50 volunteers of three service desks open to staff, delegations and missions. The Tour Desk organizes 35 to 40 tours (1,500 participants), coordinates hospitality events (800 participants a year) and sells reduced-price tickets for special shows (500 a year). The Information Desk distributes some 20,000 brochures on cultural events in the New York area; handles complimentary tickets for concerts, off-Broadway shows (12,000 a year) and discount tickets for movies (1,200 a year). The Travel Desk logs 1,200 consultations and distributes 2,200 maps and brochures annually.

*3. Staff counselling*

(a) Coordination of counselling for personal, financial, family, immigration, insurance, educational and legal matters, work-related difficulties, permission to work, advice on visas, substance abuse assistance, etc. (annually 2,750 counselling sessions, 6,800 responses to inquiries and 7,000 actions relating to specific services);

(b) Processing of Staff Benevolent Fund applications (about 400 annually); chairing and servicing of 80 meetings of the Staff Benevolent Fund Board;

(c) Organization of regular pre-retirement programmes (for 350 participants annually). Preparation and distribution of pre-retirement booklets (900 copies annually) Secretariat-wide;

(d) Provision of personal insurance assistance (about 400 consultations annually) for car, residence, medical coverage of visitors and household help;

(e) Provision of counselling on education, summer camps and related financial assistance (about 350 consultations annually);

(f) Conduct of induction briefings for new staff (about 15 briefings annually);

(g) Processing of requests for United Nations endorsement of visa applications by the Visa Committee (approximately 400 requests annually from the United Nations, UNDP and UNICEF) and provision of secretariat services for the Visa Committee (approximately 10 meetings annually);

(h) Coordination of pre- and post-mission psycho-social support services to staff leaving for peace-keeping missions from Headquarters.

**Resource requirements (at current rates)**

*Posts*

26C.73 Total requirements of $2,876,700, reflecting an increase of $97,800, relate to salaries and common staff costs of 22 posts (1 D-2, 1 D-1, 2 P-4, 2 P-3, 16 General Service (2 Principal level and 14 Other level)). The increase is the result of the redeployment of one General Service (Other level) post from the former Recruitment and Placement Division.

*Other staff costs*

26C.74 The resources requested ($239,200 including an increase of $16,800) would provide for: (a) general temporary assistance ($33,900) for the replacement of nurses, secretarial and clerical staff during periods of extended sick leave and maternity leave; (b) overtime ($34,300), at the maintenance base level, requested for peak periods of work; and (c) a provision of $83,300, reflecting an increase of $16,800, for fees of specialists, including a radiologist, a psychiatrist and an ophthalmologist, as well as for legal expertise to assist the Legal Office, at its request, in preparing the annual booklet on taxation of United Nations pensions and to make the presentation at the annual pre-retirement programme, and for the recurrent services of specialists to make presentations to groups of staff, to prepare specialized information booklets for staff and to provide timely advice and expertise on a variety of staff concerns; (d) staff welfare ($87,700).

*Travel*

26C.75 Resources of $11,900, at the maintenance level, would be required for the travel of the Medical Director.

*General operating expenses*

26C.76 A provision of $29,200 relates to the Division's share of the port and disk charges in connection with the mainframe computer system ($3,600), in addition to the maintenance and repair of sophisticated automated medical equipment acquired over the past two years ($25,600).

*Supplies*

26C.77 Total requirements of $247,500, including an increase of $37,300, would cover the cost of the acquisition of medical supplies, medication, laboratory supplies, X-ray films, nursing items, subscriptions, etc. The increase is required owing to the need to dispense/prescribe additional drugs, medicines and vaccines. In 1994, the vaccine against hepatitis A was included in the immunization schedule, and those for cholera and typhoid were changed to a newer version to cope with the needs and changes in health situations world wide. The cost of fully immunizing one staff member at present is about $200. This service has been extended for home leave travel of staff members and their recognized dependants. Furthermore, starting in 1995, mandatory post-mission medical examinations will be conducted. This is expected to increase the need for supplies.

*Equipment*

26C.78 A provision of $47,300, reflecting an increase of $11,900, relates to the purchase and replacement of medical equipment and computer hardware and software to be used for on-line computerized staff activities and housing listings.